

OTR-3970

22 April 1974

MEMORANDUM FOR: Deputy Director for Management and Services  
SUBJECT : Progress Report  
REFERENCE : Memo to DD/M&S from Secretary, CIA Management  
Committee, dtd 10 Jan 74; same subj.

Attached are brief explanations and supporting documentation  
on the status of actions resulting from my meeting with the DCI  
and the Management Committee on 18 April 1973.

Alfonso Rodriguez  
Director of Training

Att

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TASKS

1. The Intelligence Process

"...need for study and analysis of the intelligence process as a major challenge to the professionalism of the Agency..."

"...teach how Government bureaucracy works and how policy decisions are made."

SUMMARY OF ACTIONS TAKEN

1. 2 July 1973 - A comprehensive study of present coverage in OTR Course offerings was completed.  
Exhibit A.

STATINTL

2. 15 August-1973 OTR reorganized. Separate schools for teaching collection, analysis, production and the management of intelligence process abolished. Functional Training Division created; a single faculty concerned with teaching the unity of the process.  
Exhibit B. OTR old organization.  
Exhibit C. OTR new organization.

STATINTL

3. 1 February 1974 - Hugh Cunningham and [REDACTED] hired on contract to review and recommend new curriculum for the Intelligence Process.

CURRENT STATUS

A new curriculum for the training of analysts underway.  
Exhibit D. - Cunningham and [REDACTED] Letter of Understanding.

20 February 1974.  
Memorandum from DTR to the DCI recommending a program of research and study of intelligence and a new format for exchanges with non-Agency experts.  
Exhibit E.

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TASKS

2. The Scholars Program

"...that outside scholars be invited to address larger audiences...in the auditorium."

SUMMARY OF ACTIONS TAKEN

1. 19 June 1973 - Memo from C/Senior Seminar to D/TR outlined Scholars Program proposal.  
Exhibit F.
2. 9 October 1973 - "Eminent Speakers Program" initiated.

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<u>TASKS</u>	<u>SUMMARY OF ACTIONS TAKEN</u>	<u>CURRENT STATUS</u>
3. <u>The Consultants Program</u>  "...find ways to expose Agency officers to the views of outside scholars and learn from their criticisms."  "...best brains be brought to bear on intelligence problems."  "...a mixture of senior Agency officers and outside scholars and professionals to help us structure a training program and overcome past tendencies to teach collection, analysis, and production separately."  "...vehicles for self-criticism within the Agency."	<u>14 June 1973</u> - Memo from DTR to DDM&S outlining a plan for the establishment of a Board of Visitors and a Board of Overseers. <u>Exhibit G</u>  <u>20 November 1973</u> - Board of Visitors concept approved by the Management Committee         <u>17 January 1974</u> - Draft letter to prospective members of the Board of Visitors forwarded to DD/M&S. <u>Exhibit H</u>	Briefings on OTR mission and function being prepared.  <u>Exhibit I</u>         Attempts to schedule meetings for the Board of Overseers, (ADD's from each Directorate with IG as chairman) have been unsuccessful due to heavy schedule of Board members.

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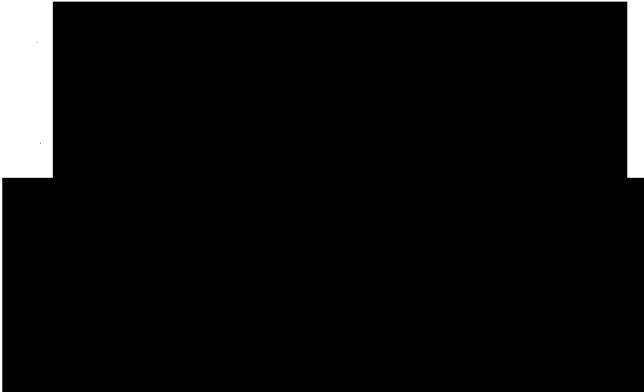
<u>TASKS</u>	<u>SUMMARY OF ACTIONS TAKEN</u>	<u>CURRENT STATUS</u>
4. <u>The Seminar Program</u>  "...continuation of the Country Seminars..."	22 June 1973 - Memo to DTR. Suggestions for an area approach to training. <u>Exhibit K.</u>	Area training offered by OTR:  China Familiarization Latin American Area Seminar USSR Country Survey (on request)

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<u>TASKS</u>	<u>SUMMARY OF ACTION TAKEN</u>	<u>CURRENT STATUS</u>
5. <u>Training Materials Program</u>		
"...reading lists be developed..."	29 June 1973 - An inventory of case studies and potential case study topics forwarded to DTR. <u>Exhibit L</u>	Suitable case studies are adapted for OTR courses on a continuary basis.
"...continuation of case studies as training vehicles."	29 June 1973 - A proposal to DTR covering preparation of bibliographies and the use of bibliographies in OTR courses. <u>Exhibit M</u>	e.g. - 1. India Pakistan case study in AIS or Senior Seminar.  2. Personnel Management case study in the Senior Seminar.  Attempting to lure additional faculty competence for case study development.

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TASKS	SUMMARY OF ACTIONS	CURRENT STATUS
6. <u>Language Development: Sanctions</u>  "...establishment of sanctions which would provide incentives to the Language Development..."	20 June 1973 - Memo from DTR to Management Committee recommend Language Development Committee review progress and report on the application of sanctions 15 December 1973. <u>Exhibit N</u>  17 January 1974 - Memo from DTR to DCI reporting views of the Language Development Committee concerning use of sanctions. <u>Exhibit O</u> .	Language sanctions applied to incoming personnel has been suggested to the Management Committee.
7. <u>Management Training</u>  "...continue to examine the need for management training..."		Consulting MBO services provided to CRS: planning, training for, and installing MBO system.  Requests for similar support from NPIC, DDS&T, and DD...  Some of the resources of the Center for Creative Leadership are being considered as part of the "Executive Conference" currently being developed.

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TASKS

8. Community Training

"...recommendations on OTR's  
role in Community training..."

SUMMARY OF ACTIONS TAKEN

7 August 1973 - IC Staff study of  
Community training facilities.  
Draft report covering CIA  
facilities, completed by  
18 September 1973.

IC Staff study of Community  
Training: underway

January/February - Evaluation of  
[REDACTED] as a  
site for Intelligence Community  
HUMINT Training.

CURRENT STATUS

DTR training staff pre-  
paring a Basic Operations  
curriculum outline for  
review by a DoD working  
committee.

OTR has been asked by the  
COINS Project Management  
Office to plan and budget  
for a COINS Training  
Program in FY 1975.

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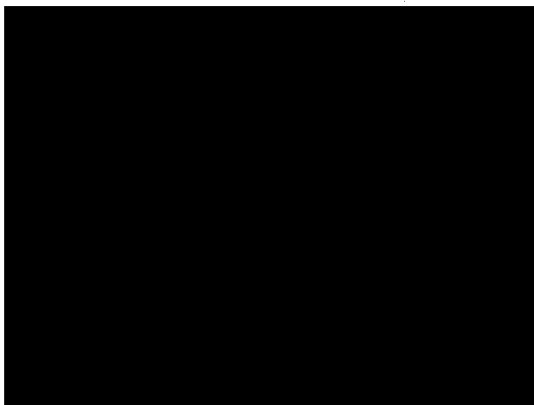
TASKS

SUMMARY OF ACTIONS TAKEN

CURRENT STATUS

10. The Off-Campus Program

"...some of our highly qualified line managers and analysts teach courses after hours or in addition to their duties during the normal working day."



Off-Campus Registration Statistics:

Fall 1973, Exhibit T  
Spring 1974, Exhibit

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26 June 1973

## MEMORANDUM FOR THE RECORD

SUBJECT: Task No. 1: The Intelligence Process

1. On 21 June, in a meeting with the DTR on a variety of subjects, I brought up the work of the OTR task force which was established to study the intelligence process and government decision-making, to describe what OTR now does with these subjects in its curriculum and to develop recommendations in line with the Director's guidance of 18 April. The basis for my raising the subject was a reading of the draft paper prepared by [REDACTED]. I expressed the view that the problem of studying the intelligence process requires an in-depth effort instead of a quick resume of the conventional wisdom which we all currently share. I opined that Mr. Schlesinger probably envisioned an in-depth effort and that this could not be accomplished within the period of the 29 June deadline given the task force. I pointed out to the DTR that, on the other hand, the task force should be able to complete an inventory of how OTR now treats the subject in its curriculum.

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2. Mr. Rodriguez agreed that the deadline on the study of the process itself could be slipped in favor of an in-depth study which should be gotten underway, but that he will expect a report on what OTR now presents on the intelligence process and government decision-making. We also discussed the relationship of this study to consultations with outside experts, such as [REDACTED], who might be invited to meet with OTR faculty on various aspects of intelligence and our consumers. The Director of Training indicated that we should also proceed with such further consultations.

STATINTL

[REDACTED]  
Chief, School of Intelligence  
and World Affairs

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